SP3.03.02_001_SOP

CxO program management

current version: 1.0

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version and modification control

version	date	reason for modification
1.0	24mar23	approved version
0.1	14jun22	initial draft version

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1   purpose

CxO program management is the coordinated planning, management and execution of multiple related projects that are directed toward the achievement of the company's objective regarding the Ausy digital roadmap.

This document describes the translation of the digital roadmap into a program, the execution and follow-up of the program and program change management.

2   scope

2.1 in scope

- ausy belux digital tooling roadmap containing the projects in scope of CxO program
- demand management
- program management review

2.2 out of scope

- tooling project management

3   normative references

ISO 9001:2015 quality management systems - requirements
- § 8.1 operational planning & control

4 related documents

doc id	doc name
SP3.03.02_002_SOP	CxO project management

5 definitions and abbreviations

5.1 definitions

name	definition
IT Tool	hardware of software platform used for the daily business operations.
Comex	executive committee represented by CEO, CFO and CHRO
tooling roadmap	the collection of projects, representing the CxO program management, organised priority-based providing the necessary guidance and insights on overall projects and their timings.

5.2 abbreviations

abbreviation	definition
steerco	steering committee
CxO	Customer Experience Office
CDO	Chief Digital Officer
PD	Program Director
PM	Project Manager

6   procedure

6.1 process flow
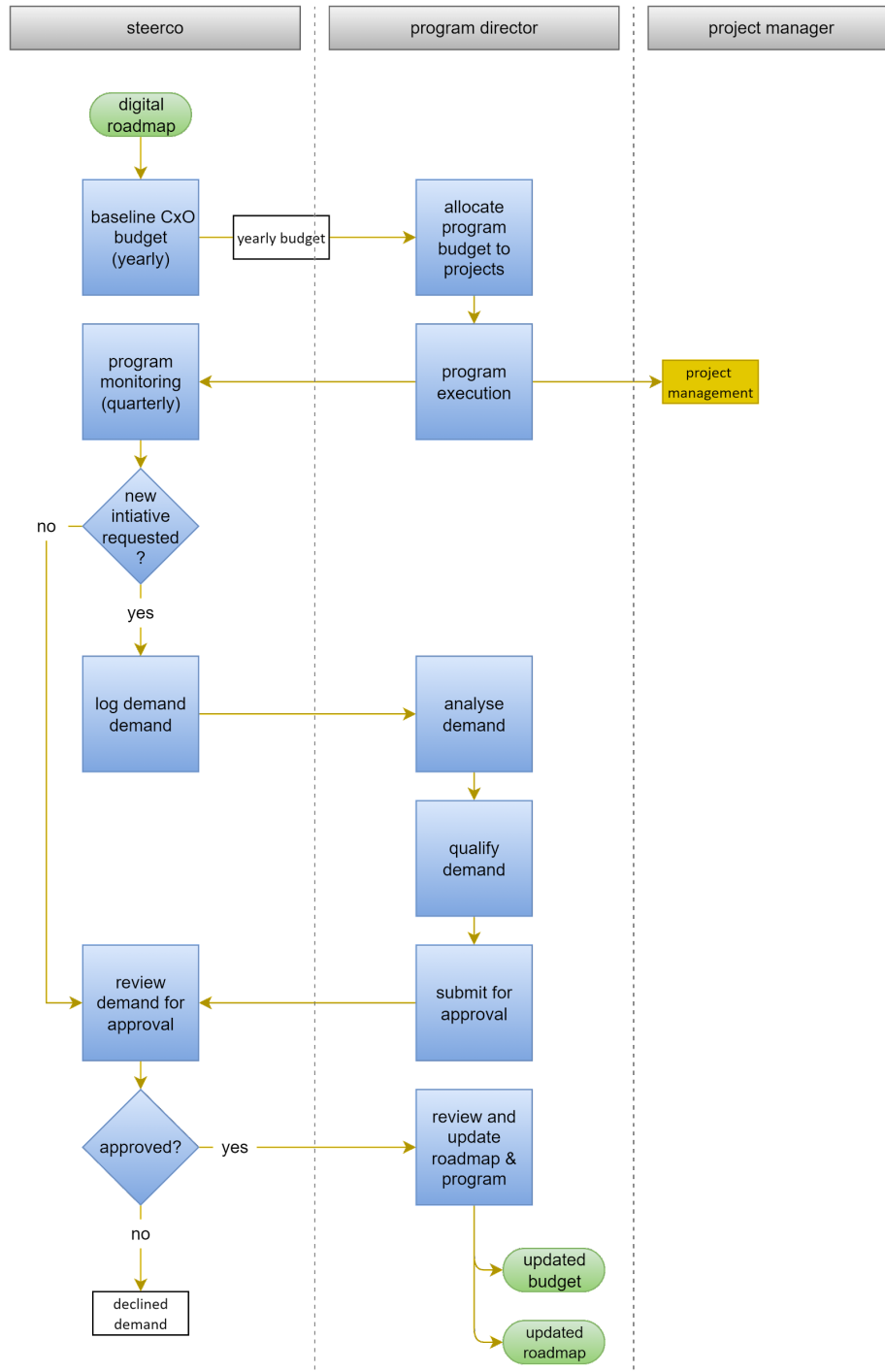
6.2 explanation of the process flow

6.2.1 digital roadmap

Following the company vision, defined by Comex in collaboration with CxO, the actual digital tooling roadmap was defined and translated into a program which is steered and managed by the CxO Program Director. The priorities of the items on the roadmap are set by Comex.

6.2.2 program management

The program consists of a network of projects, characterised by a high level scope, timeline and budget. The process for project management is executed according to the CxO project management methodology (see section 4 - related SOP's).

A quarterly steerco between Comex and CxO Program Director is organised:
- to monitor and update the program (timeline, budget, risks) based on the project results
- to review and approve qualified demands (see 6.2.3 demand management)
- review and update the roadmap to baseline the new state.
- To discuss the budget, which consists of costs for build, run and licensing.

At the end of the year the program budget is baselined for next fiscal year. This analysis is done by Comex and CxO Program Director. The CxO Program Director allocates the budget to the different projects or backlog of projects.

The impact of new demand is handled by the sub-process of this SoP, being Demand Management.

6.2.3 demand management

Changes in the company's (evolved) vision, objectives, priorities may result in the request for new initiatives towards the digital roadmap program (=demand). The Program Director logs the request and initiates the process for demand management to intake, screen, qualify and start approval.

A detailed analysis is done to evaluate one or more of the following aspects: the cost, its relevance, potential risks, its impact on the actual program and digital roadmap, fit with Ausy company vision. After qualification the demand is submitted for approval by comex (quarterly steerco).

If the demand is approved by Comex, the digital roadmap is updated to state the new baseline. The program budget is reviewed and the allocation of the budget to the different

projects is updated accordingly. A new project or backlog is initiated (see project management).

If Comex rejects the demand, the demand is classified as "declined" and feedback is provided to the requester.

6.3 responsibilities (RACI)

activity	responsible	accountable	consulted	informed
define vision & priorities	ComEX	ComEX	-	CxO PD
digital tooling roadmap	CxO PD	CDO	-	CxO team
baseline CxO budget (yearly)	CxO PD - ComEx	CDO	-	CxO team
allocate program budget to projects	CxO PD	CxO PD	ComEX	CxO team
program execution	CxO PD	CxO PD	CxO team	CxO team-
program monitoring (quarterly)	CxO PD - ComEx	CxO PD	-	CxO team
demand management				
log demand	CxO PD - ComEx	CxO PD	-	-
analyse demand	CxO PD	CxO PD	CxO team	-
qualify demand	CxO PD	CxO PD	CxO team	-
submit for approval	CxO PD	CxO PD	-	CxO team
review demand for approval	CxO PD - ComEx	CxO PD	-	requester
review and update roadmap & program	CxO PD	CxO PD	-	CxO team

7   annexes

doc id	doc name
SP3.03.03_001A_SOP	slides CxO program management